Appendix F Implementation Plan

Our implementation plan details how we intend to pursue our key strategic projects over the next five years. The following pages include an overall timeline for project implementation as well as detailed descriptions of each key strategic project including the following elements:

- ◆ Key Strategic Project Title
- ◆ Coordinator
- Stakeholders
- ◆ Scope
- Objectives
- ◆ Milestones and their associated due dates
- ◆ Start and End Dates

Successful implementation of these projects will depend on collaboration internally between our State and Regional Board staff, as well as with our stakeholders. The timeline and project descriptions will be modified over time to reflect the realities of our available resources and environment.

Key Strategic Project Implementation Timeline

SWRCB/RWQCB KEY STRATEGIC PROJECTS IMPLEMENTATION TIMELINE								
Goal/ Project	Project Title	Coordinators (State & Regional)	Dependencies	FY 01/02	FY 02/03	FY 03/04	FY 04/05	FY 05/06
1/1	Employee Training and Retention Project	Brown						
1/2	E-Government Project	Lott, Norton and Morse		‡				
1/3	Priority Setting Project	Claypoole and Singer						
1/4	Watershed Management Project	Martinson, Evoy, & Warner			1			
1/5	Compliance Assurance & Enforcement Project	Norton and Dodds					1	
1/6	Environmental Justice Project	Schueller and Perdue						
1/7	Cross-Media/Cross-Organization Project	Norton					1	
1/8	Employee Recruitment Project	Perez and Coe					1	
1/9	Employee Innovation Project	Claypoole						
2/1	Nonpoint Source (NPS) Project	Martinson					l	
2/2	Listing of Impaired Water Bodies Project	Martinson and Pinkos						
2/3	TMDL Development and Implementation Project	Howard, Mumley, and Kolb		-				
2/4	Cross-Border Project	Evoy and Gruenberg						
2/5	Clean Beaches Project	McCraw and Briggs						
2/6	Effluent Dominated Waters Project	Martinson and Landau		+				
3/1	Drinking Water Well Project	Evoy and Perdue						
3/2	Septic Systems Project	Martinson and Carlton						
3/3	Seawater Intrusion Project	Evoy, Beringer, and Jagger					1	
3/4	Brownfields Project	Evoy and Morse						
4/1	Water Rights Improvement Project	Anton						
4/2	Water Transfer Project	Anton						
4/3	Water Recycling Project	Evoy and Robertus]	
4/4	Water Quality/Water Rights Coordination Project	Anton and TBD					1	
5/1	Public Education/Outreach Project	Stockdale and Dickerson						
6/1	Surface Water Ambient Monitoring Project	Martinson and Smith		*				
6/2	Groundwater Ambient Monitoring Project	Evoy and Thibeault						
6/3	SWIM 2 Project	Lott, Norton and Berchtold		•				

GOAL #1: THE BOARDS' ORGANIZATIONS ARE EFFECTIVE, INNOVATIVE AND RESPONSIVE

KEY STRATEGIC PROJECT TITLE: Employee Training and Retention Project

COORDINATOR: Bill Brown, SWRCB (Sue Horn, Sheryl Brooks, Sandra Salazar-Thompson, Greg Gearheart)

STAKEHOLDERS: State and Regional Water Boards; Cal/EPA Boards, Departments and Office

SCOPE: Develop and implement employee training and retention programs that ensure employees have the tools and support they need to be successful.

Develop technical training programs related to Regional Board activities.

OBJECTIVES:

- ◆ Ensure employees feel that they are effective and support efforts that benefit water quality/water rights (improve feedback loop)
- Ensure employees understand the broader perspective so they can make effective decisions (know what is important and what is not)
- Ensure employees are trained in automated tools
- Ensure employees are trained in basic environmental education and laws, and state-of-the-science techniques and developments
- ◆ Ensure supervisors are receiving continuous appropriate leadership, management, and administrative training

- Actively pursue solutions for compensation issues (improve compensation)
- Align training opportunities with the skills needed to perform job functions
- ◆ Align skills with job functions
- Ensure employees new to state service receive necessary orientation
- Ensure critical knowledge of long-term employees is transferred to other staff
- ◆ Establish a water quality academy to maintain a staff with a high level of technical expertise
- Participate in and support the Cal/EPA inspector training program
- Support professional development of staff by offering training in areas such as negotiating, public participation processes, oral and written communications, presentations, customer service, and administrative processes

MILESTONES:

- (January 2002) Update the employee orientation manual
- ◆ (January 2002) Establish Cal/EPA training for new employees share resources to get people trained in basic environmental education and laws (areas of overlap as well as general overview)
- (March 2002) Implement transition planning process for retiring employees
- ◆ (April 2002) Recognize staff and celebrate successes through formal and informal methods; ensure all staff on a project receive recognition
- (May 2002) Identify and publish availability of training courses in fundamental areas of communication, presentations, customer service, and administrative processes



Laser measurement survey of a reservoir. Dave Beringer and Scott Williams, Division of Water Rights, State Board.

MILESTONES (CONTINUED)

- ◆ (June 2002) Establish clear criteria for creation of senior level (non-supervisory) technical positions
- ◆ (July 2002) Put training and orientation materials onto the Intranet so that formal classes are not always necessary
- (July 2002) Initiate a Water Quality Institute for technical/scientific staff
- ◆ (July 2002) Encourage full utilization of the Individual Development Plan (IDP) or an equivalent process
- ◆ (July 2002) Encourage control agencies to bring salaries for SWRCB classes to a level that is consistent with other governmental agencies and the private sector
- ◆ (September 2002) Implement mentoring program at staff-to-staff level
- ◆ (November 2002) Research the possibility of pay differentials for individuals who complete specific training certificate programs
- ◆ (January 2003) Solidify partnerships with public sector training providers to ensure continuing availability of quality training on core topics
- ◆ (January 2003) Implement voluntary cross-training/cross-rotational assignments among programs and between State and Regional Boards so that employees understand how their work helps the organization reach its goals and objectives
- ◆ (January 2003) Develop a leadership development program for managers and staff
- \bullet (May 2003) Establish an automated database to track employee training

MILESTONES (CONTINUED)

- ◆ (July 2003) Identify appropriate project management training for staff responsible for TMDL development/implementation and other major projects and initiatives
- (July 2003) Research the possibility of offering bonus differentials for project management responsibilities
- ◆ (July 2003) Review current classifications with emerging areas to determine whether additional classifications would benefit the organization
- ◆ (Annually Spring) Set priorities for centralized training funds
- ◆ (Ongoing) Communicate organizational priorities (see Priority Setting Project)

START AND END DATES: November 2001 – July 2003

KEY STRATEGIC PROJECT TITLE: E-Government Project

COORDINATORS: Stuart Lott, SWRCB, John Norton, SWRCB (Jim Bennett and Pamela Barksdale) and Steve Morse, Region 2

STAKEHOLDERS: State and Regional Water Boards, Governor's Office, Cal/EPA

SCOPE: Develop and implement a comprehensive E-Government Plan that identifies key initiatives related to providing services to employees, other agencies,

and watershed interests through the Water Boards' Intranet and Internet. These initiatives will be selected based on their ability to improve services and increase the efficiency and effectiveness of Board Members and staff. Incorporate education and outreach components identified through the Public Education and Outreach Project.

OBJECTIVES:

- Increase the number of government to business (G2B) transactions conducted over the Web
- ◆ Improve access to water quality and water rights information
- \bullet Improve communication with internal and external stakeholders
- Improve the efficiency and effectiveness of Board Members and staff
- Facilitate real time data sharing internally and externally
- Enhance capabilities of agencies and watershed groups to address water resources issues

MILESTONES:

- ◆ (March 2002) Develop e-Government Plan (Update 1997 Information Management Strategy)
- ◆ (December 2002) Define data sharing and exchange opportunities among programs
- ◆ (July 2003) Complete implementation of SWIM2, including GIS components

START AND END DATES: November 2001 - July 2003

KEY STRATEGIC PROJECT TITLE: Priority Setting Project

COORDINATORS: Dale Claypoole, SWRCB and Harold Singer, Region 6

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA

SCOPE: Establish priority setting processes at the State and Regional Board levels to facilitate use of limited funds for the highest priority efforts. Develop the criteria that will be used on a consistent basis to guide priority setting. Develop the supporting processes that will be used to help reprioritize when changes occur due to funding or program challenges.

OBJECTIVES:

- ◆ Work with Executive management and Board Members to establish overall prioritization process
- Develop priority process for Budget Change Proposals (BCPs)

MILESTONES:

- (February 2002) Develop criteria for establishing priorities within Core Regulatory programs (NPDES vs. Landfills vs. WDRs and permit backlogs vs. inspections, etc.)
- (April 2002) Review existing budget and program structure to determine if legislation, legislative notification, or internal changes would be feasible to provide greater flexibility within the existing fund structure

START AND END DATES: November 2001 – April 2002

KEY STRATEGIC PROJECT TITLE: Watershed Management Project

COORDINATORS: Stan Martinson, SWRCB (Ken Coulter), Barbara Evoy, SWRCB and Susan Warner, Region 1

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, State Board and Regional Board Watershed Coordinators

SCOPE: Identify, and whenever possible, resolve internal constraints within the State and Regional Boards that may inhibit implementation of the watershed management approach. The intent of this project is to focus on how best to facilitate broader implementation of watershed management throughout the State Board and Regional Boards. (Implementation of the Watershed Management Initiative, developed as part of the 1995 Strategic Plan, will continue as an ongoing high priority initiative, but is not the key focus of this project.)

OBJECTIVES:

- ◆ Identify, and wherever possible, resolve internal organizational constraints within the State and Regional Boards (e.g., flexible funding, lack of organizational coordination, insufficient data, etc.) that may inhibit the implementation of watershed management
- ◆ Coordinate this project with the Priority Setting Project and the Cross-Media/Cross-Organization Project

MILESTONES:

- ◆ (December 2001) Develop process and identify key participants from both the State Board and Regional Boards
- (February 2002) Identify key internal institutional constraints that inhibit implementation of watershed management coordination activities within the State Board and Regional Boards. Propose alternatives to resolve those constraints.
- (May 2002) Reach agreement through Watershed Management Roundtables, Assistant Executive Officer Meetings and monthly Management Coordinating Committee (MCC) meetings on those alternatives that are feasible to implement
- ◆ (June 2002) Develop schedule to implement above alternatives

START AND END DATES: December 2001 - June 2002 (ongoing thereafter)

KEY STRATEGIC PROJECT TITLE: Compliance Assurance & Enforcement Initiative Project

COORDINATORS: John Norton, SWRCB and Bob Dodds, Region 6

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Regulated Community, USEPA, Environmental Community, General Public

SCOPE: Develop and implement a plan to achieve measurable and continuing increases in the rate of compliance with state and federal laws.

OBJECTIVES:

- ◆ Report to Cal/EPA and the public on our progress through a Compliance Report Card
- ◆ Update the Compliance Assurance and Enforcement Initiative
- \bullet Provide the public with access to enforcement data

MILESTONES:

- (December 2001) Issue Compliance Report Cards
- (September 2002) Develop a Compliance Assistance Action Plan
- ◆ (August 2003) Public can access enforcement data

START AND END DATES: November 2001 – August 2003

KEY STRATEGIC PROJECT TITLE: Environmental Justice Project

COORDINATORS: Harry Schueller, SWRCB (Adrian Perez) and

Robert Perdue, Region 7

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA

SCOPE: Develop and implement a plan to integrate Environmental Justice activities into all State and Regional Board program areas.

OBJECTIVES:

- Establish guidance for Environmental Justice (EJ) activities
- Provide general outreach and greater understanding of State and Regional Board issues and impacts
- ◆ Establish a process where individuals or grouped communities can seek mediation of complaints based on EJ
- Ensure affected community participation in State and Regional Board decision-making processes
- ◆ Train all affected State and Regional Board staff about EJ
- Ensure all State and Regional Board staff can identify EJ issues
- ◆ Provide a clear guidance for State and Regional Board staff to provide EJ for the affected public

MILESTONES:

- (November 2001) Train identified staff on mitigating EJ complaints
- ◆ (December 2001) Train all affected State and Regional Board staff on the basics of EJ
- ◆ (June 2002) Develop an EJ complaint process

- ◆ (June 2002) Identify EJ solutions available within existing statutes, regulations, and rules
- ◆ (June 2002) Identify areas where structural changes are needed to address EJ (i.e., meeting/hearing dates and times)
- ◆ (June 2003) Integrate appropriate EJ language within existing policies and procedures
- ◆ (June 2003) Recommend needed changes in legislation and regulations regarding EJ
- ◆ (June 2003) Conduct an outreach campaign related to EJ
- ◆ (June 2003) Gather and compare existing State and Regional Board data to census data and prioritize geographic areas for possible EJ issues
- ◆ (June 2003) Establish community advisory groups within each Regional Board

START AND END DATES: November 2001 - June 2003

KEY STRATEGIC PROJECT TITLE: Cross-Media/Cross-Organization Project

COORDINATOR: John Norton, SWRCB (Jim Bennett)

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA BDOs, Department of Water Resources, Department of Fish and Game, Coastal Commission, Department of Health Services SCOPE: Facilitate coordination of individual Cal/EPA BDO and Resource Agency Department approaches. Track, monitor and report on the effectiveness of cross-media/cross-organizational efforts.

OBJECTIVES:

- ◆ Proactively identify emerging cross-media/cross-organizational projects
- ◆ Prevent "cross-media clashes"
- Augment existing resources through partnerships and coordination of efforts
- Increase program effectiveness by taking advantage of each other's authority
- ◆ Facilitate the development and communication of common positions among organizations (e.g. response to crisis)

MILESTONES:

- ◆ (February 2002) Develop a forum with Cal/EPA to identify cross-media issues and then plan how to proceed in a coordinated manner
- ◆ (September 2002) Establish the mechanisms to track and report on the benefits of cross-media and cross-organization activities
- ◆ (September 2003) Report overall successes on cross-media and crossorganization activities
- ◆ (Ongoing) Enhance partnerships, defined in MOUs, with Cal/EPA BDOs and Resource Agency Departments
 - Identify areas where we can establish partnerships to jointly focus on our mission

Identify where shared activities will yield additional capacity for programs

START AND END DATES: November 2001 - September 2003

KEY STRATEGIC PROJECT TITLE: Employee Recruitment Project

COORDINATORS: Adrian Perez, SWRCB (Karen White) and Art Coe, Region 9

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA BDOs

SCOPE: Develop a recruitment plan and supporting processes that ensure we have the depth and breadth of employees we need to fulfill our program obligations.

OBJECTIVES:

- Fill our vacancies
- Ensure our employees reflect the community we serve the state's population, including persons with disabilities
- Address inconsistency of job classifications among agencies

MILESTONES:

 \bullet (June 2002) Develop and implement recruitment plan



"Teaching Tribal Youth Program" students how to maintain a datalogger, Peter Otis, Region 1

MILESTONES (CONTINUED)

- ◆ (June 2002) Establish an out-of-state recruitment program at selected campuses
- ◆ (June 2002) Establish an in-state recruitment program at selected campuses
- ◆ (June 2002) Establish stronger relationships with affinity groups and groups representing persons with disabilities
- (June 2002) Develop class specific employee recruitment materials
- ◆ (June 2002) Establish a stronger Internet presence
- (Ongoing) Work with Cal/EPA to establish cross-agency recruitment teams where appropriate
- ◆ (Ongoing) Explore employee exchange program (cross-organizational education)

START AND END DATES: November 2001 - June 2002

KEY STRATEGIC PROJECT TITLE: Employee Innovation Project

COORDINATOR: Dale Claypoole, SWRCB

STAKEHOLDERS: State and Regional Water Board employees

SCOPE: Develop processes that will help encourage and reward the development and implementation of innovative ideas generated by employees.

OBJECTIVES:

- Provide employees with an environment that encourages and supports innovation
- ◆ Develop processes that ensure the organization benefits from innovative ideas generated by employees

MILESTONES:

- ◆ (November 2001) Develop forums and/or processes to help identify innovative ideas.
- ◆ (February 2002) Develop a process to evaluate innovative ideas and implement those that are feasible.
- (February 2002) Develop processes to recognize employees for innovation.
- (Ongoing) Publicize the implementation of innovative ideas and their benefits.

START AND END DATES: November 2001 – February 2002

GOAL #2: SURFACE WATERS ARE SAFE FOR DRINKING, FISHING, SWIMMING, AND SUPPORT HEALTHY ECOSYSTEMS AND OTHER BENEFICIAL USES

KEY STRATEGIC PROJECT TITLE: Nonpoint Source (NPS) Project

COORDINATOR: Stan Martinson, SWRCB (Ken Harris, Steve Fagundes)

STAKEHOLDERS: State and Regional Water Boards, Agriculture, Environmental Organizations, appropriate State Agencies, Timber Industry, Regional, Local, State, Federal Land Use Agencies; Private Land Owners, General Public

SCOPE: Help dischargers implement and understand management measures that prevent NPS pollution. Educate the public on their role in preventing NPS pollution. Coordinate and facilitate the efforts of other state agencies that have NPS authorities, programs and responsibilities to produce an effective statewide NPS program.

OBJECTIVES:

- Establish a uniform framework for regulation of NPS pollution
- ◆ Implement the first 5 year component of the 15 year NPS Plan
- Provide technical and financial support to the regulated community

- ◆ Increase self-directed compliance (at the tier 1 level)
- ◆ Increase pollution prevention efforts
- Work with other agencies to identify and control airborne water pollutants
- Build the NPS Program on a foundation of qualified, properly trained staff and public involvement, accountability, and participation throughout all stages of the NPS Program

MILESTONES:

- ◆ (November 2001) Implement 319 grant programs
- ◆ (Fall 2001) Create the technical advisory subcommittee for the Inter-Agency Coordinating Committee (IACC)
- ◆ (Fall 2001) Invite the ARB, USEPA and SCCWRP (So. Cal. Coastal Water Research Project) to participate in the IACC
- (December 2001) Complete the Client Assistance Guidance (CAG) document
- \bullet (January 2002) Implement the Prop 13 grant program
- ${\color{blue} \bullet}$ (July 2002) Complete California specific guidance for implementation of management measures
- ◆ (June 2003) Complete next 5 year plan for 15 year NPS Strategy
- (Ongoing) Implement NPS public outreach component of the NPS Plan

START AND END DATES: November 2001 - January 2004

KEY STRATEGIC PROJECT TITLE: Listing of Impaired Water Bodies Project

COORDINATORS: Stan Martinson, SWRCB (Val Connor, Craig J. Wilson) and Tom Pinkos, Region 5

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Point Source and Nonpoint Source Dischargers, Local Government (including special districts), Non-Governmental Organizations, Federal and State Resource Agencies, General Public, Citizen Monitoring Groups, USEPA

SCOPE: Evaluate readily available information and generate a list of waters that are not attaining water quality standards. Update the existing 303(d) listing. Develop an early intervention list for waters outside the 303(d) list.

OBJECTIVES:

- Complete policy for instructing the process of listing impaired water bodies
- ◆ Ensure priorities identified by the list are included in the Watershed Management Initiative (WMI) Chapters
- ◆ Link the listing to Surface Water Ambient Monitoring Program (SWAMP)
- Improve data and information management capability
- Improve assessment capabilities to reflect the increase in data
- Ensure public engagement in the listing process
- Improve documentation of the listing process and the decisions related to it

MILESTONES:

- (April 2002) Complete revision to 303(d) list of impaired waters
- (December 2002) Complete policy in time for the 2004 listing
- (April 2004) Complete revision to 303(d) list of impaired waters
- ◆ (April 2006) Complete revision to 303(d) list of impaired waters

START AND END DATES: November 2001 - April 2006

KEY STRATEGIC PROJECT TITLE: TMDL Development and Implementation Project

COORDINATORS: Tom Howard, SWRCB Tom Mumley, and Larry Kolb, Region 2

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Local Government (including special districts), Non-Governmental Organizations, Federal and State Resource Agencies, General Public, Citizen Monitoring Groups, AB 982 Public Advisory Group (PAG), USEPA, Point Source and Nonpoint Source Dischargers



Collecting invertebrates from Tomales Bay mudflats. Lynn Suer, Region 2

SCOPE: Develop TMDLs for specific water body and pollutant combinations. Establish an offset program. Operate within planning schedules identified by the 303(d) list and Watershed Management Initiative (WMI) Chapters.

OBJECTIVES:

- Operate within an integrated watershed approach
- ◆ Implement TMDLs to restore impaired surface waters to standards that protect public health and the environment
- ◆ Implement TMDLs to restore and maintain riparian corridors
- ◆ Develop a process to identify dischargers willing to participate in projects to reduce pollutant loadings to waterbodies from other sources by an amount that more than affects increases in their own discharges, or required decreases in current discharges
- ◆ Implement the 5 year schedules contained within the WMI Chapters to improve effectiveness and increase the rate of TMDL completion
- ◆ Integrate TMDL efforts across all programs to maximize effective watershed management
- \bullet Explore innovative approaches to water quality management through the TMDL process
- ◆ Build and strengthen partnerships with stakeholders to ensure successful TMDL development and implementation

MILESTONES:

- (November 2001) Augment TMDL related training for staff and partners
- ${\color{blue} \bullet}$ (January 2002) Target TMDL project to incorporate offsets

MILESTONES (CONTINUED)

- ◆ (January 2002) Submit to the Legislature a long-term strategy as required by FY 2001/02 supplemental budget language
- ◆ (June 2002) Complete TMDL tracking and reporting database
- (January 2004) Complete guidance for TMDLs development
- (December 2004) Regional Board consideration of 73 TMDLs
- (Ongoing) Improve coordination among Water Boards and major partners using roundtable discussions and improved work plans/agreements and stakeholder forums
- (Ongoing) Improve communication with the public through Web based and stakeholder group forums

START AND END DATES: November 2001 - December 2004

KEY STRATEGIC PROJECT TITLE: Cross-Border Project

COORDINATORS: Barbara Evoy, SWRCB (James Giannopoulos and Bart Christensen) and Phil Gruenberg, Region 7

STAKEHOLDERS: USEPA; International Boundary Water Commission; City of San Diego; County of San Diego; County of Imperial; City of Calexico; City of Imperial Beach; Surf Riders; Sierra Club; Environmental Health Coalition; Border Environment Cooperation Commission; North American Development Bank; State Board and Regions 7 and 9; Cal/EPA

SCOPE: The project will support the Cal/EPA Border Initiative focused on the California/Mexico Border. We will focus on restoring and protecting public health and the environment of the Border region with specific focus on the Tijuana River, the New River, Pacific Ocean off San Diego County, Tecate Creek, and the Alamo River. We will provide technical assistance to the State of Baja California. (If additional funding is available, the effort will be expanded to include USEPA and International Boundary Water coordination and projects.)

OBJECTIVES:

- ◆ Assess the environmental impacts of domestic and industrial wastewater discharges on the beneficial uses of surface water in California for each of the water bodies listed in the scope statement above
- Promote efficient and effective wastewater treatment for the State of Baja California by assisting the State of Baja California with the development of well-trained wastewater treatment personnel (if additional funding is available)
- Assist the State of Baja California with the implementation of a wastewater operator training and certification program (if additional funding is available)
- Provide USEPA with construction management oversight on international wastewater treatment plant projects (if additional funding is available)
- Assist the State of Baja California in the implementation of an industrial wastewater monitoring and pretreatment program (Tijuana only)
- ◆ Improve the quality of wastewater treatment in the Cities of Mexicali, Tecate, Tijuana, and Rosarito, by responding to requests for technical assistance by the state wastewater utilities

OBJECTIVES (CONTINUED)

- ◆ Work with the Border 21 Water Work Group to develop environmental indicators (if additional funding is available)
- ◆ Improve the infrastructure to improve the quality of wastewater that crosses the border (if additional funding is available)
- ◆ Prevent or minimize the occurrence of dry weather wastewater flows in the Tijuana River (if additional funding is available)
- ◆ Minimize beach closures in San Diego County and the Playas de Tijuana region of Baja California (if additional funding is available)
- Provide technical assistance requested by the State of Baja California needed to implement wastewater reclamation projects in Tijuana to reduce wastewater flow discharges that otherwise would reach California, and to respond to Baja California objectives to maximize use of their limited water resources (if additional funding is available)
- Promote proper treatment and disposal of wastewater generated by the Cities of Mexicali, Tecate, Tijuana, and Rosarito (if additional funding is available)
- Provide staff support to CAL/BECC needed to identify and resolve infrastructure needs for low-income communities along the border
- Provide a CAL/BECC coordinator to be the staff support for CAL/BECC, an organization created by the Governors of California, Baja California, and Baja California Sur to promote cross-border cooperation on environmental issues (if additional funding is available):

MILESTONES:

• (April 2002) Develop TMDLs for nutrient discharges to the New River

- ◆ (June 2002) Provide an annual summary of water quality for the New and Alamo River on water quality
- ◆ (June 2002) Implement a monitoring program for Tecate Creek and Tijuana River
- (June 2002) Implement monthly observation program for the Tecate Creek and Tijuana River
- ◆ (June 2002) Initiate technical assistance to Tijuana, Tecate, and Mexicali for developing an industrial waste monitoring and pretreatment program
- ◆ (June 2002) Implement monthly observation program for the Tecate Creek and Tijuana River
- (July 2002) Develop Water and Wastewater Master Plan for the City of Tijuana
- ◆ (July 2002) Complete, with Cal/EPA, a Bi-National Border Environmental Needs Assessment
- ◆ (June 2003) Provide an annual summary of water quality for Tecate Creek and Tijuana River
- ◆ (June 2003) Develop environmental indicators for the Border (if additional funding is available)
- ◆ (Ongoing) Review projects and provide recommendations to BECC and NadBank regarding feasibility and appropriateness of specific improvement projects (Region 7 & 9) (if additional funding is available)
- ◆ (Ongoing) Provide reports on monthly observations of pollutant sources for wastewater discharges for the New and Alamo Rivers

START AND END DATES: November 2001 – June 2003

KEY STRATEGIC PROJECT TITLE: Clean Beaches Project

COORDINATORS: Robin McCraw, SWRCB and Roger Briggs, Region 3

STAKEHOLDERS: State and Regional Boards, Other Agencies (POTWs, Flood Control, Stormwater, County Environmental Health Departments), Local Political Bodies, Beach Water Quality Workgroup, Clean Beaches Advisory Group, Environmental Advocacy Groups (for example, Heal the Bay, Surfriders, Bay Keepers, Channel Keeper, Project Clean Water)

SCOPE: Develop and implement a comprehensive Clean Beaches Initiative Plan that incorporates a watershed approach. The plan includes distribution of funding for local assistance projects aimed at reducing pathogen contamination at beaches. The plan also includes development of a rapid indicator that will reduce the time lag between detecting bacterial indicators and communicating details of the health risk to the public. Future research goals include development of source identification tools. This project will help protect public health at ocean beaches. By doing so, we will protect the local economy dependent upon tourism and the quality of life for beach going Californians.

OBJECTIVES:

- Reduce beach closures by 10% within one year
- Reduce beach closures by 75% over a 10-year period
- ◆ Protect public health, the economy and quality of life

MILESTONES:

- (November 2001) Develop a Clean Beaches Initiative Implementation Plan
- ◆ (June 2003) Distribute initiative (Coastal NPS Prop 13) funding for 38 local assistance projects
- (June 2002) Obtain State Board approval of the local assistance projects
- ◆ (July 2003) Develop the capability to share beach closure information through a GIS
- (July 2003) Develop a field deployable rapid indicator for detecting indicator bacteria
- (July 2004) Develop an inland beach monitoring and reporting program

START AND END DATES: November 2001 – July 2004

KEY STRATEGIC PROJECT TITLE: Effluent Dominated Waters Project

COORDINATORS: Stan Martinson, SWRCB, (Christine Bailey) and Ken Landau, Region 5

STAKEHOLDERS: State and Regional Water Boards, NPDES Dischargers, Environmental Groups, National Marine Fisheries Services, U.S. Fish and Wildlife Service, California Department of Fish and Game, Water Suppliers



Sampling an old burn dump site in Madera County. Scott Moore, Region 5 Fresno

SCOPE: Determine how to provide protection of water quality in effluent dominated waters (EDWs). Provide guidance and, if appropriate, a State Board policy for water quality control, or Regional Board basin plan amendments.

OBJECTIVES:

- ◆ Solicit public comment
- Develop recommendations and alternatives for addressing EDW issues
- Develop timeframe for selected alternatives for addressing EDW issues

MILESTONES:

- (November 2001) Outline alternatives for State Board policy on EDW
- ◆ (December 2001) Develop a Web site, provide schedule for development of alternatives document

START AND END DATES: Project start date November 2001. It is not possible to estimate the project end date until we determine the best way(s) to address EDW issues. EDW issues may be addressed in a number of ways, from clarifying information from the State Board to review of EDW NPDES permits, to a State Board Policy or Regional Board basin plan amendments. EDW issues may also be addressed through some combination of these approaches. End dates for such approaches vary from a few months to years.

GOAL #3: GROUNDWATER IS SAFE FOR DRINKING AND OTHER BENEFICIAL USES

KEY STRATEGIC PROJECT TITLE: Drinking Water Well Project

COORDINATORS: Barbara Evoy, SWRCB and Robert Perdue, Region 7

STAKEHOLDERS: State and Regional Water Boards, Department of Health Services (DHS), Water Purveyors, Department of Pesticide Regulation, Private Well Owners

SCOPE: Enable stakeholders to review trends in drinking water well data and assess the susceptibility of drinking water resources with respect to real and potential threats to groundwater. Help water purveyors and private well owners understand their next steps to ensure drinking water quality. Prioritize Board regulatory, clean-up and pollution prevention actions.

OBJECTIVES:

◆ Develop the California Aquifer Susceptibility (CAS) Assessment to assess the water quality and relative susceptibility of public supply wells and increase the number of public supply wells sampled annually as part of the CAS Assessment (if funding becomes available)

- ◆ Develop the Voluntary Domestic Well Assessment (Voluntary) Project to assess the water quality of private domestic wells in specific focus areas and increase the number of private domestic wells sampled annually as part of the Voluntary Project (if funding becomes available)
- Facilitate intra-agency and inter-agency coordination to identify, locate, and assess threats to drinking water wells due to potentially contaminating activities
- Facilitate drinking water well data sharing and analyses via a groundwater data warehouse that has GIS capabilities and is widely accessible over the Internet to programs, agencies, and other stakeholders
- \bullet Coordinate with DHS in their Source Water Assessment Program (SWAP)
- ◆ Assess impacts of specific sources of contaminants (e.g., industries, septic tanks, landfills, and nonpoint practices) and identify those that pose the highest priority threat to drinking water wells
- ◆ Increase groundwater pollution prevention efforts through established programs
- ◆ Incorporate feedback of assessment findings into the regulatory process, SWAP (Source Water Assessment Program), and the development of innovative aquifer protection programs
- ◆ Increase the number of investigations to identify responsible parties for contaminating activities (if funding becomes available)
- Increase the number of groundwater cleanup sites under regulatory oversight (if funding becomes available)

MILESTONES:

- (October 2001 and annually thereafter) Review and assess CAS Assessment data for 200 public supply wells
- (October 2001 and annually thereafter) Produce initial CAS Assessment data compilation and report
- (June 2002) Develop a public education and outreach component to facilitate water purveyor and private well owner participation in the sampling program, cooperatively with DHS and local environmental health departments
- ◆ (June 2006) Develop a specialized sampling and analysis plan to assess drinking water well susceptibility from specific sources of contaminants (e.g., industries, septic tanks, and landfills) and identify those that pose the highest priority threat
- (June 2006) Implement a drinking water well sampling and analysis program to assess drinking water well water quality and relative susceptibility
- (June 2006) Report analytical results of drinking water well sampling to water purveyors and private domestic well owners

START AND END DATES: October 2001 - June 2006

KEY STRATEGIC PROJECT TITLE: Septic Systems Project

COORDINATORS: Stan Martinson, SWRCB (Walt Shannon, Todd Thompson) and Gary Carlton, Region 5

STAKEHOLDERS: League of Cities, California Conference of Directors of Environmental Health, Coastal Commission, Department of Health Services, California Farm Bureau, California State Association of Counties, California Association of Realtors, California Onsite Wastewater Association, Regional Council of Rural Counties, Planning and Conservation League, Heal the Bay, Bay Keeper, Center for Marine Conservation, California Building Standards Commission, and other interested parties.

SCOPE: Pursuant to AB 885, assess impacts and develop siting, design, construction and performance standards for on-site wastewater disposal systems. Focus on failing, reconstructed and new systems, and those subject to major repair.

OBJECTIVES:

◆ To develop, as required under AB 885, statewide baseline standards for onsite sewage treatment systems and to incorporate those standards into regulations. This will be accomplished through a public process with stakeholder input and contract support. It will include requirements for sites adjacent to 303(d) listed water bodies, requirements for corrective action of failing systems, minimum monitoring requirements, and exemption criteria.

OBJECTIVES (CONTINUED)

◆ Provide financial assistance (low interest loans) to property owners when repair or remediation costs exceed 0.5% of the property cost

MILESTONES:

- ◆ (March 2002) Establish draft regulations
- ◆ (April 2002) Begin CEQA process for regulations
- ◆ (January 2003) Begin public rulemaking process
- ◆ (October 2003) Conduct project workshop
- ◆ (October 2003) Complete CEQA/Project adoption

START AND END DATES: November 2001 - October 2003

KEY STRATEGIC PROJECT TITLE: Seawater Intrusion Project

COORDINATORS: Barbara Evoy, SWRCB and Dave Beringer, SWRCB and Paul Jagger, Region 3

STAKEHOLDERS: State Water Board and Coastal Regional Water Boards, Water and Environmental Interest Groups

SCOPE: Fund projects to stabilize groundwater basins or reverse seawater intrusion through means such as water conservation, water reclamation, or other

local water supply development to reduce groundwater pumping or recharge overdrafted aquifers. Seek funding to leverage local efforts in the Salinas Valley to halt and potentially reverse seawater intrusion.

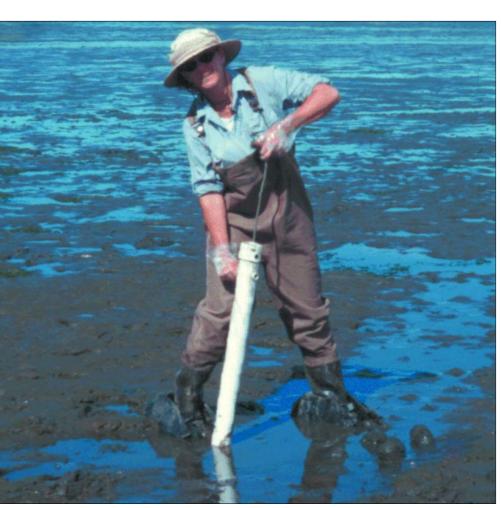
OBJECTIVES:

- ◆ Allocate Proposition 13 loan funds to support projects in areas threatened by seawater intrusion
- ◆ Use state bond funds to assist local projects addressing seawater intrusion problems
- ◆ Halt the progression of seawater intrusion
- ◆ Reduce the area subject to elevated groundwater salinity

MILESTONES:

- ◆ (June 2002) Fund development of an Environmental Impact Report (EIR) for Salinas Valley
- ◆ (June 2003) Distribute loans to support water conservation or construction of water reclamation or other supplemental water supplies
- (June 2004) Evaluate local control measures in Salinas Valley
- ◆ (December 2002) Further define and document the problem scope in Salinas Valley
- (June 2004) Begin implementation of local remedial action in Salinas Valley

START AND END DATES: November 2001 - June 2004



Collecting mud shrimp in Tomales Bay mudflats. Dyan Whyte, Region 2

KEY STRATEGIC PROJECT TITLE: Brownfields Project

COORDINATORS: Barbara Evoy, SWRCB and Steve Morse, Region 2

STAKEHOLDERS: State and Regional Water Boards, Cities and Counties, Cal/EPA, Department of Toxic Substances Control, USEPA

SCOPE: Develop a process to locate and track groundwater cleanup sites, so those sites in recognized Brownfields may be easily identified. Coordinate efforts with Department of Toxic Substances Control.

OBJECTIVES:

- ◆ Continue to work with DTSC and appropriate agencies in the cleanup process
- ◆ Store location information for contaminating activities (e.g., LUFT sites, drycleaner cleanup sites) on an Internet-accessible data warehouse with GIS capabilities
- ◆ Track case closure information for groundwater cleanup sites (e.g., contaminants left in place)

MILESTONES:

- ◆ (June 2002) Populate the system with LUFT site location and new case closure information
- ◆ (June 2002) Populate the system with Spills, Leaks, Investigation, and Cleanup (SLIC) site location and new case closure information

START AND END DATES: November 2001 – June 2002, ongoing thereafter

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GOAL #4: WATER RESOURCES ARE FAIRLY AND EQUITABLY USED AND ALLOCATED CONSISTENT WITH PUBLIC TRUST

KEY STRATEGIC PROJECT TITLE: Water Rights Improvement Project

COORDINATOR: Ed Anton. SWRCB

STAKEHOLDERS: Water and Environmental Interests

SCOPE: Develop and implement improvements to the application, hearing, compliance, and licensing components of the water rights process.

OBJECTIVES:

- ◆ Develop new procedures for CEQA and Water Availability Analysis for proposed water projects
- ◆ Work with other public trust agencies regarding bypass flow analysis
- ◆ Develop a more efficient hearings process

MILESTONES:

- (January 2002) Prepare specific change proposals
- ${\color{blue} \bullet}$ (March 2002) Conduct public workshop with water rights stakeholders
- ◆ (June 2002) Institute modifications

START AND END DATES: November 2001 - June 2002

KEY STRATEGIC PROJECT TITLE: Water Transfer Project

COORDINATORS: Ed Anton, SWRCB

STAKEHOLDERS: Water and Environmental Interests

SCOPE: Prepare a guide to inform all stakeholders of the appropriate analyses and procedures related to the water transfer process.

OBJECTIVES:

- **◆** Timely approval of transfers
- ◆ More efficient analysis related to water transfers
- Provide stakeholders with a clearer understanding of the water transfer process

MILESTONES:

- ◆ (January 2002) Meet with stakeholders to obtain feedback on the draft water transfer guide
- (July 2002) Distribute guidebook to stakeholders through mail, email & the Web

START AND END DATES: November 2001 - July 2002

KEY STRATEGIC PROJECT TITLE: Water Recycling Project

COORDINATORS: Barbara Evoy, SWRCB and John Robertus, Region 9

STAKEHOLDERS: Water & Environmental Interests, Department of Health Services

SCOPE: Allocate Proposition 13 grant funds to support the construction of new recycling facilities, increasing the number of water recycling projects. Allocate grant funds to support water recycling research that will identify technology and processes to effectively detect and remove problem constituents, making water safe for reuse at the lowest cost. Work collaboratively with grantees to help assure the public that water is safe for reuse.

OBJECTIVES:

- Make recycling projects more feasible for local communities
- Identify technology and processes to mitigate public health concerns related to water recycling
- Speed the implementation of projects
- ◆ Increase the public acceptance of using recycled water
- Effectively use recycled water to increase the state's water supply
- Increase the number of water recycling projects

MILESTONES:

- ◆ (November 2002) Distribute grants to support the construction of recycling facilities
- (June 2003) Update water recycling public information documents
- (January 2004) Distribute research grant funds to the WateReuse Foundation and other appropriate organizations
- (June 2004) Assess effectiveness of water recycling programs

START AND END DATES: November 2001 - June 2004

KEY STRATEGIC PROJECT TITLE: Water Quality/Water Rights Coordination Project

COORDINATORS: Ed Anton, SWRCB and (Regional Coordinator to be identified)

STAKEHOLDERS: State and Regional Water Boards

SCOPE: Facilitate coordination, communication, and data sharing among the State Board Divisions and the Regional Boards. Ensure that State Board and Regional Board actions are in accord and do not result in unintended impacts on other Board efforts.

OBJECTIVES:

 Establish the Water Quality/Water Rights Coordination Team, which includes staff from the State Board Divisions and the Regional Boards, to explore and implement opportunities that may exist to coordinate water rights and water quality efforts

MILESTONES:

- ◆ (January 2002) Establish a Water Rights/Water Quality Coordination Team to identify potential topics for improvement and recommendations for implementation
- (July 2002) Prepare a report to the Management Coordinating Committee (MCC) with recommendations on how the water rights and water quality programs can be better coordinated
- (September 2002) Implement the recommended coordination activities

START AND END DATES: November 2001 – September 2002

GOAL #5: INDIVIDUALS AND OTHER STAKEHOLDERS SUPPORT OUR EFFORTS AND UNDERSTAND THEIR ROLE IN CONTRIBUTING TO WATER QUALITY

KEY STRATEGIC PROJECT TITLE: Public Education/Outreach Project

COORDINATORS: Myrlys Stockdale, SWRCB and Dennis Dickerson, Region 4

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, CIWMB, Local and Private Entities, the Public, Regulated Community

SCOPE: Develop and implement a comprehensive public education/outreach plan that helps individuals understand the effect of their actions and/or inactions on water quality and their responsibility to help maintain water quality. The plan will detail how the State and Regional Boards will work with local, state, and private entities to leverage best practices and share resources (e.g., coordinate development of materials, obtain best practice examples from other states). The plan will also highlight education/outreach efforts focused on environmental justice.

OBJECTIVES:

- ◆ Coordinate and expand public education and outreach efforts at the State and Regional Board levels
- ◆ Publicize the accomplishments of the Water Boards
- Increase stakeholder involvement in water quality programs

- ◆ Ensure scientific data is translated so that it can be easily understood by the public
- ◆ Ensure information is accessible by those for whom English is a second language
- ◆ Make education an across the board priority for staff

MILESTONES:

- ◆ (January 2002) Make Board meetings accessible through the Internet and promote this public education channel
- ◆ (January 2002) Identify all opportunities to publicize what we do and accomplish through press releases (e.g., summary of enforcement actions on a monthly basis)
- (January 2002) Establish an educational/outreach contact for each Board
- ◆ (March 2002) Develop and implement general public outreach programs (e.g., through County fairs, environmental conferences, science shows, community outreach) (via SWRCB Education Outreach Plan)
- ◆ (June 2002) Develop, implement and coordinate with CIWMB K-12 education (via SWRCB Education Outreach Plan)
- ◆ (October 2002) Develop a marketing campaign using external resources (implement NPS outreach plan component)
- ◆ (September 2004) Develop educational/promotional materials and make available to the public in printed and electronic formats

START AND END DATES: November 2001 - September 2004



Reviewing Alamo River TMDL development in the Imperial Valley. Gary Johnson and Phil Gruenberg, Region 7.

GOAL #6: WATER QUALITY IS COMPREHENSIVELY MEASURED TO EVALUATE PROTECTION AND RESTORATION EFFORTS

KEY STRATEGIC PROJECT TITLE: Surface Water Ambient Monitoring Project (SWAMP)

COORDINATORS: Stan Martinson, SWRCB (Craig J. Wilson, John Ladd) and Debbie Smith, Region 4

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Resources Agency, Dischargers, Environmental Groups, Federal Agencies

SCOPE: Coordinate surface water monitoring efforts so that they are comprehensive, non-duplicative, and appropriately funded. Create an ambient monitoring program that addresses all hydrologic units of the state using: consistent and objective monitoring, sampling, and analytical methods; consistent data quality assurance protocols; and centralized data management. Document ambient water quality conditions in potentially clean and polluted areas. The scale for these assessments ranges from site-specific to statewide. Identify specific water quality problems preventing the State and Regional Boards, and the public from realizing the beneficial uses of water in targeted watersheds.

OBJECTIVES:

- Develop comprehensive system of statewide collection and a common database (input comprehensive and consistent language)
- Develop work plans with each Regional Board to implement Surface Water Ambient Monitoring Program (SWAMP) and address both large regional issues and site-specific concerns
- Work with agencies, non-governmental organizations and other organizations to identify current and proposed water quality monitoring efforts and to share the data
- ◆ Synchronize in-house monitoring efforts
- ◆ Make more use of self-monitoring reports submitted by dischargers in the evaluation of ambient water quality
- ◆ Ensure that current surface water quality data of known quality are reported to the public
- ◆ Develop cooperative monitoring efforts to leverage state funding through collaboration with federal, regional and local monitoring efforts
- ◆ Provide a sound basis for 303(d) impaired water body listings
- Identify total funding needs for comprehensive monitoring and identify innovative ways of funding comprehensive monitoring

MILESTONES:

- ◆ (November 2001) Create a monitoring Web page with links to other monitoring programs
- (June 2002) Establish a statewide quality assurance plan
- (July 2002) Implement statewide data management for the data we collect

- (July 2003) Implement the regional (big picture aspect) portion of SWAMP
- ◆ (July 2004 and March 2006) Develop biennial reports of the state's water quality

START AND END DATES: November 2001 - March 2006

KEY STRATEGIC PROJECT TITLE: Groundwater Ambient Monitoring and Assessment (GAMA) Project

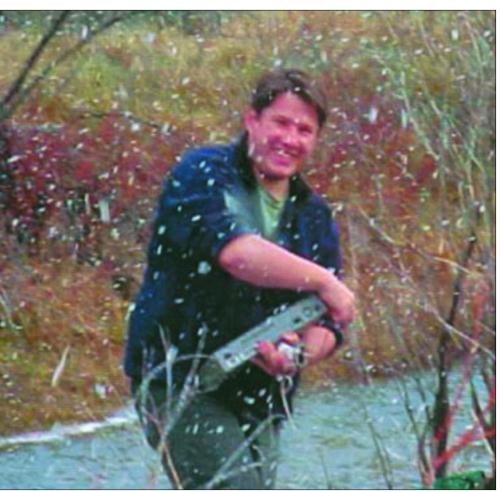
COORDINATORS: Barbara Evoy, SWRCB and Gerard Thibeault, Region 8

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA, Department of Health Services (DHS), Department of Water Resources (DWR)

SCOPE: Facilitate coordination, communication and data sharing among various groundwater programs and agencies. Compile groundwater information and data widely in such a way that it can be used by multiple programs and agencies, and is accessible to all stakeholders. Assess groundwater susceptibility.

OBJECTIVES:

 Coordinate the Groundwater Resource Information Sharing Team (GRIST), which includes various groundwater agencies (e.g., DHS and DWR), to identify sources of groundwater data and facilitate communication and data sharing regarding current and proposed groundwater quality monitoring efforts, especially groundwater susceptibility



Sampling of the Pit River near Alturas as part of SWAMP. A laptop is used to download data from in-stream temperature recorders. Perry Converse, Region 5 Redding

OBJECTIVES (CONTINUED)

- ◆ Identify an Internet-accessible groundwater data warehouse accessible to all stakeholders and the general public
- Coordinate with water purveyors to assess the susceptibility of groundwater used for public drinking water supplies, using innovative sampling and analytical techniques including low-level VOC and groundwater age-dating techniques
- ◆ Coordinate with local agencies to develop a cooperative private domestic well monitoring and assessment program that focuses on areas most susceptible to groundwater contamination
- ◆ Evaluate the distribution of specific constituents of concern that pose the greatest threat to groundwater resources, especially those related to industrial activities (PCE, TCE, NDMA, perchlorate), agricultural activities and septic systems (nitrates, salts, and pesticides), and other high priority contaminants (MTBE, hexavalent chromium, and arsenic)

MILESTONES:

- ◆ (June 2002) Identify sources of groundwater data
- ◆ (June 2002) Produce constituent of concern information summaries and GIS maps that illustrate distribution in public supply wells
- ◆ (December 2002) Expand GRIST to include water purveyors
- ◆ (June 2006) Begin compilation of existing groundwater data (e.g., USGS NAWQA, DWR, and site-specific regulatory program monitoring data) in an Internet-accessible groundwater data warehouse with GIS capabilities
- ◆ (June 2006) Obtain regular updates of groundwater data, especially DHS public supply well data

- (June 2006) Implement the California Aquifer Susceptibility (CAS)
 Assessment and Voluntary Project to assess water quality and susceptibility of drinking water wells
- ◆ (June 2006) Populate Internet-accessible groundwater data warehouse with new GAMA sampling and analysis data

START AND END DATES: November 2001 - June 2006

KEY STRATEGIC PROJECT TITLE: System for Water Information Management (SWIM 2) Project

COORDINATORS: Stuart Lott, SWRCB and John Norton, SWRCB (Pamela Barksdale) and Kurt Berchtold, Region 8

STAKEHOLDERS: State and Regional Water Boards, Cal/EPA and its constituent organizations, USEPA, members of the regulated community, environmental organizations and the public

SCOPE: Develop and implement automated tools and standardized business processes to improve the State and Regional Boards' ability to enhance and preserve the quality of the state's waters. This will be done by building a comprehensive, integrated, appropriately accessible system with consistent, reliable data. The system will expand existing system capabilities to include

licensing and monitoring programs. It will automate manual processes, allowing electronic submissions of reports and importing of relevant data. It will make data Internet-accessible. The system will provide tools for integrated watershed assessment and management. The system will also include the functionality currently included in the Geographic Environmental Information Management System — GEIMS (also known as GeoTracker).

OBJECTIVES

- Develop a comprehensive water quality tracking, analysis, and reporting system
- ◆ Facilitate transactions between State and Regional Water Boards and the regulated community
- ◆ Integrate GIS into the Boards' Water Quality Programs
- ◆ Maximize the use of the Internet for transaction processing and dissemination of water quality information to the public

MILESTONES:

- ◆ (January 2002) Complete requirements definition and system architecture analysis
- ◆ (June 2002) Complete detailed system design
- (November 2002) Build the system
- ${\color{blue} \bullet}$ (April 2003) Complete data conversion, acceptance testing, and training
- ◆ (June 2003) System in production

START AND END DATES: November 2001 - June 2003



Collecting core samples of sediments in Walker Creek Delta. Dyan Whyte and Priya Ganguli, Region 2